

## MEMORANDUM

Agenda Item No. 7(A)

---

<b>TO:</b>	Honorable Chairman Joe A. Martinez and Members, Board of County Commissioners	(Second Reading 07-07-05) <b>DATE:</b> May 17, 2005
<b>FROM:</b>	Robert A. Ginsburg County Attorney	<b>SUBJECT:</b> Ordinance establishing a "Governing for Results" framework in Miami-Dade County

---

The accompanying ordinance was prepared and placed on the agenda at the request of Chairman Joe A. Martinez.

  
Robert A. Ginsburg  
County Attorney

RAG/bw



**OFFICE OF THE CHAIR**  
**JOE A. MARTINEZ, CHAIRMAN**  
**BOARD OF COUNTY COMMISSIONERS**  
**DISTRICT 11**

## Memorandum

To: Honorable Vice-Chairman Dennis C. Moss and  
Members of the Board of County Commissioners

From: Joe A. Martinez, Chairman 

Date: May 3, 2005

Re: Governing For Results Ordinance

---

The *Governing for Results* Ordinance on today's agenda is an important milestone for our County as we continue to develop and implement innovative performance based approaches to serving our public. Many of you have been involved in the initial phases of the *Results Oriented Government* initiative with the establishment of the strategic planning process in 2001. I have met personally with the Manager on an ongoing basis to continue to emphasize these approaches that, when viewed as a whole, will support our goal of delivering excellent public service in a cost effective manner. The attached framework will codify this Board's ongoing efforts and provide further definition to our annual resource allocation process. Each of you in your committee meetings is adopting deliberate approaches to ensure that there is a clear linkage between County resources, departmental operations, and results for our customers.

I encourage you to join me in the sponsorship of this item and our ongoing implementation to make Miami-Dade County a model of excellence in local government.

JM/jim

Cc: Honorable Mayor Carlos Alvarez  
George Burgess, County Manager  
Robert Ginsburg, County Attorney

# Memorandum



**Date:** July 7, 2005

**To:** Honorable Chairman Joe A. Martinez  
and Members, Board of County Commissioners

**From:** George M. Burge  
County Manager

A handwritten signature in black ink, appearing to read "Burge", written over the printed name of the County Manager.

**Subject:** Ordinance establishing a "Governing for Results" framework in Miami-Dade County  
for the purpose of improving service delivery

---

This ordinance establishing a "Governing for Results" framework in Miami-Dade County for the purpose of improving service delivery will have no fiscal impact to Miami-Dade County.

The ordinance promotes the Board's directive of improving delivery of excellent public services in a cost effective manner through the use of strategic planning, business planning and a sound resource allocation process encompassing the traditional budget process and a framework for managerial accountability. It further codifies the Board's ongoing efforts and the County's ongoing management approach as initiated through Results Oriented Government.

A handwritten signature in black ink, appearing to read "Cori Brody", written over the printed name of the Assistant County Manager.

Assistant County Manager

fiscal05605



# MEMORANDUM

(Revised)

**TO:** Honorable Chairman Joe A. Martinez  
and Members, Board of County Commissioners

**DATE:** July 7, 2005

**FROM:** Robert A. Ginsburg  
County Attorney

**SUBJECT:** Agenda Item No. 7(A)

Please note any items checked.

\_\_\_\_\_ "4-Day Rule" ("3-Day Rule" for committees) applicable if raised

\_\_\_\_\_ 6 weeks required between first reading and public hearing

\_\_\_\_\_ 4 weeks notification to municipal officials required prior to public hearing

\_\_\_\_\_ Decreases revenues or increases expenditures without balancing budget

\_\_\_\_\_ Budget required

\_\_\_\_\_ Statement of fiscal impact required

\_\_\_\_\_ Bid waiver requiring County Manager's written recommendation

\_\_\_\_\_ Ordinance creating a new board requires detailed County Manager's report for public hearing

\_\_\_\_\_ Housekeeping item (no policy decision required)

\_\_\_\_\_ No committee review

Approved \_\_\_\_\_ Mayor  
Veto \_\_\_\_\_  
Override \_\_\_\_\_

Agenda Item No. 7(A)

07-07-05

ORDINANCE NO. \_\_\_\_\_

ORDINANCE ESTABLISHING A "GOVERNING FOR RESULTS" FRAMEWORK IN MIAMI-DADE COUNTY FOR THE PURPOSE OF IMPROVING SERVICE DELIVERY, MANAGERIAL AND LEGISLATIVE DECISION-MAKING, AND PUBLIC TRUST IN COUNTY GOVERNMENT; ESTABLISHING REQUIREMENTS FOR STRATEGIC PLANNING, BUSINESS PLANNING, AND THE ALLOCATION OF COUNTY RESOURCES; ESTABLISHING GUIDELINES FOR MANAGERIAL ACCOUNTABILITY, PERFORMANCE MEASUREMENT, MONITORING AND REPORTING, AND PERFORMANCE BASED PROGRAM REVIEWS; PROVIDING SEVERABILITY, INCLUSION IN THE CODE, AND AN EFFECTIVE DATE

**BE IT ORDAINED BY THE BOARD OF COUNTY COMMISSIONERS OF  
MIAMI-DADE COUNTY, FLORIDA:**

Section 1. Chapter 2 of the Code of Miami-Dade County, Florida, is hereby amended  
to read as follows:<sup>1</sup>

**CHAPTER 2**

**ADMINISTRATION**

\* \* \*

**>>ART. CXVIV. GOVERNING FOR RESULTS**

<sup>1</sup> Words stricken through and/or [[double bracketed]] shall be deleted. Words underscored and/or >>double arrowed<< constitute the amendment proposed. Remaining provisions are now in effect and remain unchanged.

5

**Sec. 2-1792. Legislative Findings and Purpose.**

(a) Miami-Dade County has an interest in improving the delivery of public services through the use of strategic planning, business planning, a sound resource allocation process encompassing the traditional budget process and a framework for managerial accountability.

(b) The County Commission finds that the use of performance measures and standards in the planning and resource allocation processes, as well as the public reporting of performance information, will result in a more efficient and effective utilization of County resources and improved results for the public.

(c) The purpose of this ordinance is to:

1. Improve public service delivery through deliberate planning and an emphasis on accountability and results;
2. Improve managerial and legislative decision-making by gathering meaningful and objective performance information; and
3. Improve public trust in County government by holding the County and its departments accountable for achieving results.

**Sec. 2-1793. Strategic Planning.**

(a) The County Manager shall develop a strategic plan to guide the ongoing and proposed activities of the County for a period of not less than five years. The strategic plan should take into consideration the collective aspirations of the community, as well as the views and suggestions of County elected officials and professional staff.

(b) The County strategic plan shall be revised and updated periodically, at intervals of not more than five years, and shall be submitted by the County Manager to the Board of County Commissioners for ratification.

(c) The Strategic Plan shall include, but shall not be limited to, the following components:

1. A broad, comprehensive statement of purpose for County government;
2. Medium- to long-range goals;
3. Priority outcomes relative to each major program area which departments are expected to achieve; and
4. Specific and measurable performance indicators, with corresponding performance targets, for each priority outcome.

(d) The strategic plan shall serve as the framework for departmental business planning, the allocation of County resources and managerial accountability.

**Sec. 2-1794. Business Planning.**

(a) At least annually, each County department shall prepare a business plan to guide departmental operations. The business plan shall conform to goals and outcomes in the County strategic plan, and shall be the basis for the allocation of County resources to each department.

(b) On an annual basis, the County Manager shall prepare the business plan and proposed budget.

(c) Departmental business plans shall include, but not be limited to, the following components:

1. A statement of purpose for the department;
2. A functional table of organization;
3. A discussion of the department's fiscal and business environment;
4. Departmental activities which support the achievement of goals and priority outcomes in the County strategic plan; and

5. Specific and measurable performance indicators, with corresponding performance targets, for each departmental activity.

**Sec. 2-1795. Allocation of County Resources**

(a) Each County department has the responsibility to prepare a proposed resource allocation plan for the County Manager's review. The proposed plan shall identify the resources required to execute departmental activities, as outlined in the annual business plan, which conform to goals and priority outcomes in the County strategic plan.

(b) On an annual basis, the County Manager shall present the proposed budget, including the proposed resource allocation plans, to the Board of County Commissioners for approval in accordance with the requirements of Section 4.03 of the Home Rule Charter.

(c) Departmental resource allocation plans shall include, but not be limited to, the following components:

1. Proposed staffing levels;
2. Proposed revenues and appropriations;
3. Proposed adjustments to existing service levels; and
4. Proposed new or increased fees.

(d) The proposed resource allocation plan shall clearly show the relationship between resources, departmental activities and the expected level of performance.

**Sec. 2-1796. Managerial Accountability and Performance.**

(a) Managers shall be held accountable for the achievement of performance objectives, as outlined in the strategic plan and departmental business plans, through performance evaluation and other appropriate managerial tools.

(b) Management and staff shall employ progressive techniques to ensure continuous efficiency and effectiveness in County operations.



**Sec. 2-1797. Performance Measurement, Monitoring and Reporting.**

(a) County departments shall gather performance information including, at a minimum, data relative to the performance indicators and targets established in the departmental business plan.

(b) Departmental performance information shall be submitted to the County Manager, on a regular basis, as determined by the County Manager.

(c) No less than annually, the County Manager shall prepare and make available to the public a performance report to the Community. The report shall include, at a minimum, performance data relative to goals and priority outcomes established in the County strategic plan.

**Sec. 2-1798. Performance Based Program Review.**

Departmental business and resource allocation plans shall serve as the basis for performance based program reviews. Such reviews may include the following:

1. A review as to whether the program is in conformance with the strategic plan, business plans and adopted budgetary priorities;
2. Zero-based budgeting concepts;
3. Application of program workload measures, program efficiency measures, program effectiveness measures, program outcome measures and cost-benefit analysis; and
4. An analysis of the customer or client base served by the program and delivery of service alternatives.<<

Section 2. If any section, subsection, sentence, clause or provision of this ordinance is held invalid, the remainder of this ordinance shall not be affected by such invalidity.

Section 3. It is the intention of the Board of County Commissioners, and it is hereby ordained that the provisions of this ordinance, including any sunset provision, shall become and be made a part of the Code of Miami-Dade County, Florida. The sections of this ordinance may be renumbered or relettered to accomplish such intention, and the word "ordinance" may be changed to "section," "article," or other appropriate word.

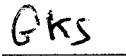
Section 4. This ordinance shall become effective ten (10) days after the date of enactment unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.

PASSED AND ADOPTED:

Approved by County Attorney as  
to form and legal sufficiency:



Prepared by:



Gerald K. Sanchez

Sponsored by Chairman Joe A. Martinez